

FEATURING BEST PRACTICES OF STATE AGENCIES AND INSTITUTIONS OF THE COMMONWEALTH OF VIRGINIA

Manage Customer Service Flow

Queuing Management System

**Virginia Department of Motor Vehicles
implemented this best practice
in 1996**

*Qualifying under the
Best Practices catalogue*

3 Provide Capabilities
31 Manage resources and capabilities
311 Process requests for products and services

Best Practice Summary (how it works, how you measure it)

The Queuing Management System (QMS) is a PC-based take-a-number system that organizes customer traffic in all 73 of DMV's Customer Service Centers. The role of the QMS begins when the customer approaches the Information Desk. There, a Customer Service Representative who is knowledgeable about the necessary procedures, documents, and paper work required for each transaction assists him. The representative asks the customer what type of transaction he needs to conduct, enters him into a particular category in the queuing system based upon his transaction needs, and gives him a ticket. These queuing categories are based upon the complexity and amount of time required to process each transaction. The Customer Service Representative also gives each customer a clipboard, pen, and any required paper work to complete while waiting to be called for service. This helps ensure that each customer has

completed necessary paperwork before approaching the service window. Customers no longer have to endure standing in long lines; rather, they are directed to sit comfortably in lobby chairs and wait for service. The system notifies the seated customer to proceed to a particular service window when it is his turn using both an electronic message board and a voice announcement.

Behind the scenes, managers prioritize certain categories and make adjustments for periods of heavy customer traffic. For example, if a manager has a large number of renewal category customers waiting in the queue, he may decide to designate certain windows to handle renewal category tickets first, then tickets from other categories on a first-come, first-served basis. As a result, customers in the renewal category are prioritized at those designated windows. This prioritization helps to speed the flow of renewal customers through the Customer Service Center (CSC) and reduces the overall wait time for all customers.

The DMV Commissioner, Executive staff, Directors, and District Managers have access to real time information through the queuing system. They can view the activity in the field using special "management systems." These management systems enable users to access the queuing system computers located in a CSC via the agency network. Thus, management system users can view current activity in any CSC from a remote location.

QMS is now interfaced with the DMV web site so customers can see current wait times for any CSC. This allows customers with web access the opportunity to see how busy their local CSC is without leaving their home or office. In addition, historical wait time data is now available for customers to view on the web site. This data provides them with even more decision-making information.

Impact on the Process Organizational Performance (OUTCOMES)

QMS has been very successful: it has reduced customer wait times, increased customer satisfaction, and reduced employee stress. DMV's Arlington CSC illustrates the overall success of DMV's Queuing Management System initiatives. In February 1997 employees at the Arlington CSC served a total of 17,929 customers at an average wait time of 21 minutes 30 seconds. In February 1998, after using QMS for one year, Arlington employees served more customers, 20,843, in a shorter average wait time of 10 minutes and 12 seconds. QMS's success can also be measured statewide. Consider the average wait times for the first quarters of fiscal year 1998 and 1999

	First Quarter FY98	First Quarter FY99
July	10 min; 50 sec.	10 min; 12 sec.
August	12 min; 18 sec.	9 min; 26 sec.
September	10 min; 06 sec.	7 min; 22 sec.

In 1997, a DMV Customer Satisfaction Survey was conducted by the University of Virginia. Survey results showed that 81.6 percent of customers who had visited a CSC installed with the

queuing system were satisfied with their wait times as opposed to 72.4 percent of customers who visited a CSC without the queuing system.

Additionally, the 1997 survey found that 88.2 percent of customers rated DMV's overall performance as good or excellent; 92.9 percent of customers were very or somewhat satisfied. A 1998 follow-up survey conducted by the University of Virginia shows that the customer satisfaction level continues to increase: 90.6 percent of customers rated DMV's overall performance as good or excellent and 94.3 percent were very or somewhat satisfied.

Best Practice Qualification

DMV is contacted on a continual basis by other motor vehicle organizations as well as local, state, and federal groups to learn about their implementation of the Queuing Management System. In addition, DMV received the American Association of Motor Vehicle Administrators 1999 Customer Service Excellence Award for Region II.

For Additional Information

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